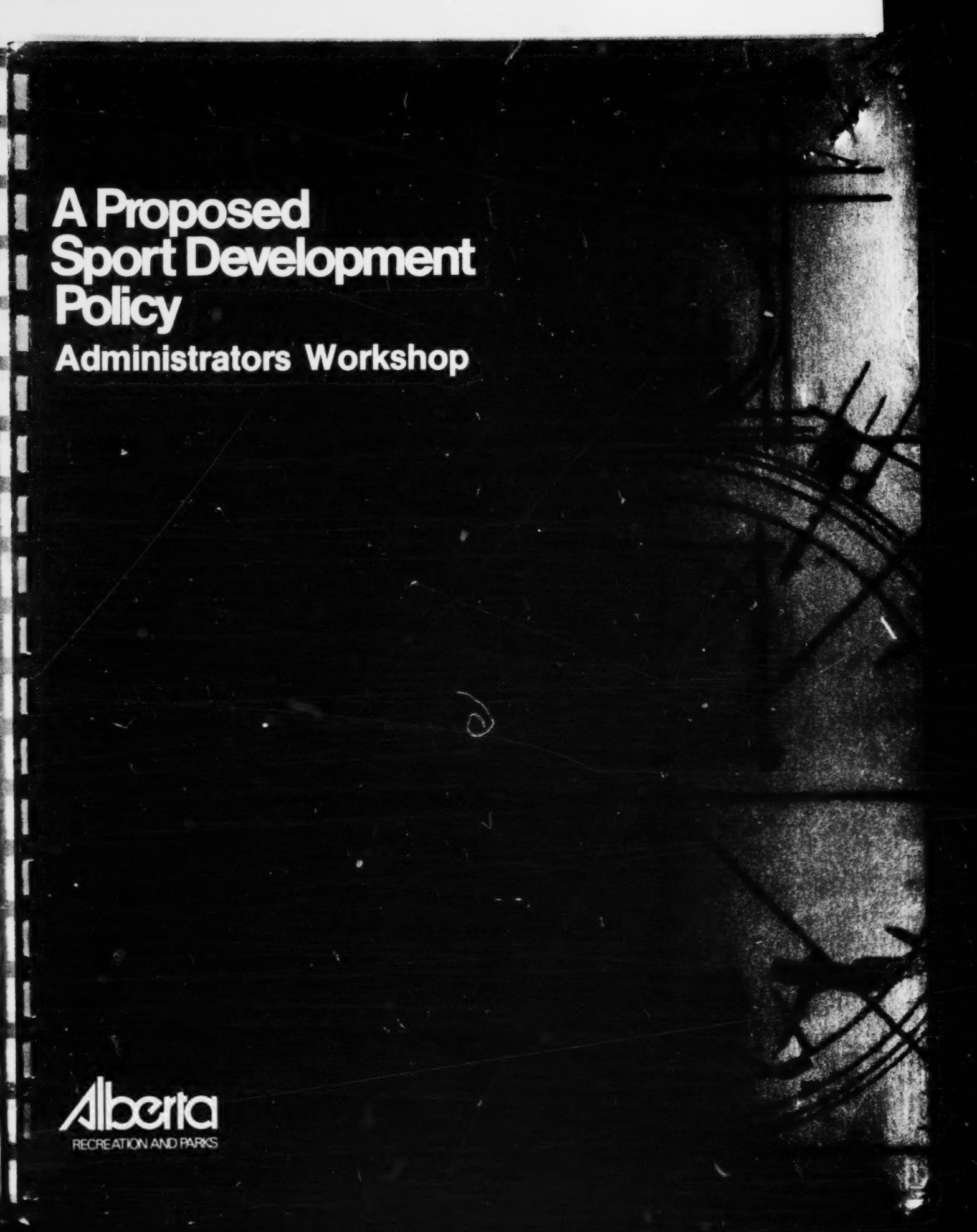
A Proposed Sport Development Policy

Administrators Workshop



Alberta
RECREATION AND PARKS

PROCEEDINGS, FINDINGS AND RECOMMENDATIONS

FROM THE SPORT ADMINISTRATORS NEEDS WORKSHOPS

RECREATION DEVELOPMENT DIVISION

ALBERTA RECREATION AND PARKS

NOVEMBER 1982

Introduction:

Thirty eight representatives from selected Provincial Sport Associations were asked to provide input relating to the variety of services that they require to maintain and train their elite athletes.

Participants were asked two questions:

1. Which existing agencies (government, provincial sport associations, private sector, local club etc.) are primarily responsible for providing the following services or assistance (facilities, equipment, leadership, programs, public relations, planning and research and funding).

2. What specific types of service or assistance should be provided by existing agencies (Using the same categories as in Question #1).

The information was gathered using a statistical priorization process and the nominal group technique to solicit ideas regarding types of services required. The information gained from this workshop was used by the Sport Policy Study planning team to develop policies pertaining to the different aspects of elite athlete development.

The sport administrators that attended the workshop were:

GROUP #1

Sport Administrators

Cathy Cormier	Gymnastics
Duncan Harvey	Golf
Dale Henwood	Hockey
Dr. Robert Hodges	Speed Skating
Jerry Johnston	Disabled Skiing
Gerry McIlveen	Badminton
Allan McPherson	Figure Skating
Renaud Prefontaine	Skiing

GROUP #2

Sport Administrators

Al Ewaskow	Racquetball
Dave Folinsbee	Badminton
Orv Franchuk	Baseball
Ron Genge	Bowhunters and Archery
Brian Heald	Water Skiing
Jean Jarrel	Gymnastics
John Murray	Handball
Gerald Samuel	Fencing
Jim Shillings	Amateur Football

GROUP #3

Sport Administrators

Dave Kates	Amateur Football
Philip Laird	Table Tennis
Hans Maciej	Tennis
Leagh Patterson	Bowling
Lola Rozsa	Ladies' Golf
Gwen Smith	Sport Alberta
Bob Thornton	Diving
Alex Upenieks	Equestrian

GROUP #4

Sport Administrators

Liz Dixon	Squash
Bill Gilhespy	Soccer
Cathy Halkett	Field Hockey
Feef McDonald	Ladies' Golf
Brad Proctor	Cycling
Gene Sakowsky	Mens' Curling
Jim Timmerman	Shooting
Ray Williams	Little League Baseball

GROUP #5

Sport Administrators

Ron Billig	Handball
Marlies Brand	Synchronized Swimming
Ed Fergusson	Weightlifting
Doug Hall	Bowling
Earl Olson	Disabled Skiing
Gary Tomick	Basketball
Fred Villner	Softball
Brian Watson	Volleyball

PUBLIC SERVANTS

ATTENDING ADMINISTRATORS WORKSHOP

Government personnel that attended the workshop:

Julian Nowicki	- Assistant Deputy Minister, Recreation, Development Division.
Ron Gorgichuk	- Recreation Programs Branch
Doug Louch	- Recreation Planning Branch
Al Zimmermann	- Recreation Programs Branch
Elaine Betchinski	- Recreation Planning Branch
Marlene Kurt	- Recreation Programs Branch
Glenda Leach	- Recreation Programs Branch
Joy Harrison	- Recreation Programs Branch
Rob Smyth	- Recreation Planning Branch
Dave Arsenault	- Recreation Programs Branch
Diana McRoberts	- Recreation Planning Branch
Andrew Curran	- Recreation Planning Branch
Dwight Ganske	- Recreation Programs Branch
Julius Fodor	- Recreation Programs Branch

Process of the Workshop

Prior to the workshop the sport administrators were asked to complete the following tasks:

Identify in writing the services, programs and other types of assistance that your elite athletes require in order that they can reach and/or maintain national and international standards of performance and competition. Also indicate what assistance your association requires in your attempt to provide services to your athletes. These services, programs and types of assistance may be grouped as follows:

a) Facilities and Equipment (Natural and Man Made)
b) Leadership (coaches, officials, trainers, administrators technical directors)
c) Programs (talent identification, technical skill development or training, competition, rehabilitation, etc.)
d) Funding (travel, living, equipment and facility use, training costs, special needs, scholarship/bursary, etc.)
e) Public relations and promotion
f) Planning, research and education
g) Other needs and services

At the workshops the administrators were put into small discussion groups and taken through a structured brainstorming and problem solving process. The information regarding programs, services and types of assistance required was taken from the information that was generated at the elite athletes workshops. The sport administrators were asked to indicate which agency or agencies should be primarily responsible for providing the identified program, service or type of assistance.

Background

Participants were asked two questions:

1. Which existing agencies (government, provincial sport associations, private sector, local club etc.) are primarily responsible for providing the following services or assistance (facilities, equipment, leadership, programs, public relations, planning and research and funding).

2. What specific types of service or assistance should be provided by existing agencies. (Using the same categories as in Question #1).

Initially, the participants voted on which level of government should be primarily responsible for the provision of particular sport specific or sport related services. The results are as follows:

The attached table of figures represents the total scores for agency responsibilities in relation to specific program areas. The higher the number the greater the responsibility for the particular agency. Any number over 200 represents an area of primary involvement.

A preliminary interpretation of the results is as follows:

A: Facilities

The agencies primarily responsible for providing facilities are:

Provincial Government	(226)
Local Government	(226)
Federal Government	(158)

B: Equipment

The agencies primarily responsible for providing equipment ate:

Individual athlete and local club	(218)
Provincial Government	(160)
Private Sector	(128)

C: Leadership

The agencies primarily responsible for providing leadership development opportunities are:

Provincial Sport Governing Body	(290)
Provincial Government	(184)
Individual athlete and local club	(168)

D: Programs

The agencies primarily responsible for providing athlete development programs are:

Provincial Sport Governing Body	(286)
Individual athlete and local club	(198)
Provincial Government	(174)

F: Planning and Research

The agencies primarily responsible for planning and research are:

Provincial Sport Governing Body	(238)
Provincial Government	(192)
Federal Government	(176)

G: Funding

The agencies primarily responsible for providing funds directly to the athlete are:

Provincial Government	(294)
Federal Government	(230)
Provincial Sport Governing Body	(194)

It seems that sport association administrators believe the Provincial Government should be responsible for the provision of facilities and direct funding to the athlete and play a supportive role in all of the other program areas.

In respect to the second question, the participants were requested to identify in detail their perceived roles of the various agncies in relation to the supply of specific services. The analysis of this information is contained in the following pages and is classified according to the following categories:

- Individual athlete and local club
- Provincial Sport Governing Body
- Federal Government
- Provincial Government
- Local Government
- Private Sector

RESPONSIBILITIES OF THE AGENCY IN PROVIDING THE SERVICE OR ASSISTANCE

SERVICE OR ASSISTANCE	INDIVIDUAL ATHLETE LOCAL CLUB	P.S.G.B.	FEDERAL GOVERNMENT	PROVINCIAL GOVERNMENT	LOCAL GOVERNMENT	PRIVATE SECTOR
A. FACILITIES	92	77	158	226	226	110
B. EQUIPMENT	218	122	64	160	100	128
C. LEADERSHIP	168	290	126	160	99	40
D. PROGRAMS	198	286	142	174	100	56
E. PUBLIC RELATIONS, PROMOTION AND COMMUNICATION	234	256	126	206	140	118
F. PLANNING AND RESEARCH	132	238	176	192	100	83
G. FUNDING	158	194	230	294	152	154

Once the vote tally was completed each group was asked to discuss in detail a specific sport development area and indicate in detail the responsibilities of the following agencies or actors:

1) Individual athlete or Local clubs
2) Provincial Sport Governing Bodies
3) Federal Government
4) Provincial Government
5) Local Government
6) Private Sector
7) Others

The following information represents the feedback from the various groups
Group #1 Facilitator: Ron Gorgichuk Recorder: Doug Louch

PROGRAM:
Any service that is designed to promote and encourage athlete skill development and athlete preparation for competition.

1. Talent identification: Establish an athlete talent identification system; and increase grass roots level participation e.g., club development.

RESPONSIBILITIES OF:

Individual Athlete or Local Club
- identify and develop criteria for talent identification programs.

Provincial Sport Governing Bodies
- assist in identification.
- providing qualified officials and technical experts to administer the program.

Federal Government
- provide funding to National Sport Governing Bodies to develop programs.

Provincial Government
- provide funding to Provincial Sport Governing Bodies for talent identification programs.
- cover travel expenses for Alberta Athletes to attend testing programs.

Local Government

- supply facility and program for grass root development.

Private Sector

- sponsorship of grass root development program.
- private clubs can set up tournaments.

Others

- schools and universities can contribute through interscholastic programs, they can also provide facilities and coaches.

2. Sports specific technical training programs: establish, maintain and fund a sport specific, high calibre, technical training program for teams and individuals.
   (a) live in (in season and off season) training camps (training centres).
   (b) on going provincial team training.
   (c) training opportunities with National and International calibre athletes (amateurs and/or professionals).
   (d) training under National or International coaches e.g., clinics or exchange programs.

RESPONSIBILITIES OF:

Individual Athlete or Local Club

- top athletes may provide instruction at clinics for the various levels of skill or knowledge.
- clubs can provide basic organization of training camps.

Provincial Sport Governing Bodies

- participate in administration and/or coordination of programs.
- supply technical personnel.

Federal Government

- funding to and channeled through National Sport Governing Bodies.
- provide facilities for training camps etc.

Provincial Government

- funding to and channeled through Provincial Sport Governing Bodies.
- provide facilities for training camps etc.

Local Government

- make facilities available for use.
- increase accessibility of facilities to sport organizations (include disabled sport associations as well).

Private Sector

- sponsorship and funding for equipment, camps, coaches, facilities etc.

Others

- universities to give access to their facilities and specialists (medical and technical people, psychologists and physiologists).

3. Athlete support services: establish, maintain and fund athlete support services (these services could be centralized in one facility for all sports).
   (a) year round general physiological or fitness training and testing program in specialized facilities with highly specialized equipment and expert assistance.
   (b) immediate accessibility to sport medicine, physiotherapy and training facilities and services.
   (c) proper access to sport psychologist and counselling service.
   (d) educational technical service, e.g., video equipment for skill refinement, bio-mechanical assistance, literature, seminars, etc.

RESPONSIBILITIES OF:

Individual Athlete or Local Club

- should supply a limited number of support services.

Provincial Sport Governing Bodies

- responsible for an information service.

Federal Government

- subsidize equipment and personnel costs for national level teams.

Provincial Government

- subsidize equipment and personnel costs for provincial level teams.

Local Government

- set up facility for fitness training.

Private Sector

- assistance in the form of sponsorship for uniforms, equipment, medical personnel, etc.

Others

- volunteer organizations such as St. John's Ambulance can assist with volunteer staff.
- public 'pay as you go' support for use of facilities.
- universities can supply some facilities, personnel, equipment, etc.

4. Increase competition opportunities: provide extensive competition opportunities by both hosting and travelling to competitions.
   (a) increase competition opportunities to rural athletes.
   (b) in province, various level competitions.
   (c) interprovincial high level competitions.
   (d) national high level competitions.
   (e) international high level competitions.

RESPONSIBILITIES OF:

Individual Athlete or Local Club

- hold invitational competitions and organize local competitions.
- organize rural competitions and involve some top level competitors.

Provincial Sport Governing Bodies

- assist with competition organization and direction, sanction for more competitions.
- develop a program to increase interest in sport in rural areas.
- supply some technical expertise to rural areas e.g., as an organizational function.

Federal Government

- funding for travel assistance, promotion, equipment, facilities, media coverage, security arrangements, etc.
- help with protocol and translation especially at National and International level.

Provincial Government

- help with communication.
- funding for travel assistance, promotion, equipment, facilities, media coverage.

Local Government

- supply facilities.
- funding travel assistance, promotion, equipment, facilities, media coverage.

Private Sector

- assist with advertising, promotion and sponsorships.
- facilities e.g., use of private clubs.
- volunteers to work at competitions in various functions.

Others

- National Sports Governing Bodies can work with organization and direction, also sanction for more competition.
- Service Clubs to sponsor tournaments.

PUBLIC RELATIONS, PROMOTION AND COMMUNICATION:

The means by which the sports community increases public awareness of its needs and directions. This includes the dissemination of information within the sports community and between the sports community and others.

1. Increased media exposure and public awareness of Canadian sport at the amateur level. Both the elite athlete and his/her sport should have a higher profile.

RESPONSIBILITIES OF:

Individual Athlete or Local Club

- responsible for making information available to media.
- athletes responsible to make themselves available.
- develop promotion and information packages.

Provincial Sport Governing Bodies

- develop information packages on each National and/or Provincial athlete, then compile into a record book for media use as a reference.
- keep media informed of the activities of all the various sports.

Federal Government

- provide National and International contacts for media.
- providing media time for coverage of sport events.
- make sure that there are sport writers in attendance at all International meets or competitions.

Provincial Government

- provide funding for press conferences.
- provide appropriate contacts re: influence.

Private Sector

- put pressure on media regarding what events to cover.
- sponsorship of press conferences.

Others

- responsibility of newspapers and media to provide better coverage.
- National Sport and Recreation Centre (Ottawa) should promote more national media coverage for sport in an attempt to bring sport to a higher profile.
- National Sport Governing Bodies to obtain and maintain information on athletes.
- promotion of an information package.

2. Tax exemption for donations to athletes: individuals, businesses and corporations should be eligible for tax exemptions when they donate funds to the development of amateur sport.

RESPONSIBILITIES OF:

Individual Athlete or Local Club

- make recommendations to the government regarding tax exemptions.

Provincial Sport Governing Bodies

- make recommendations to the government regarding tax exemptions.
- make sure that there are clear interpretations of government laws available concerning support of non professional athletes etc. and the benefits regarding tax exemptions etc.

Federal Government

- responsible for tax exemption approval for amateur sport donations.
- allow special equipment to be brought into the country duty free.

Provincial Government

- responsible for tax exemption approval for amateur sport donations.

Private Sector

- take advantage of tax exemptions through donations, provide funds, solicit government for donation ear mark.
- set-up trust funds.

3. Increased communication and cooperation between:
   (a) different sports.
   (b) National Sport Governing Bodies and athletes.
   (c) Provincial Sport Governing Bodies and athletes.
   (d) Provincial Sport Governing Bodies and clubs.

RESPONSIBILITIES OF:

Individual Athlete or Local Club

- provide a newsletter containing information regarding events going on within the club.

Provincal Sports Governing Bodies

- put out regular newsletters containing information relevant to the members of their associations.
- send out bulletins for special events.
- join together to put on multi-sport events e.g., Alberta Games.

Federal Government

- give sport associations second class mailing rights and/or better service.
- make a printing service and facility available for use by various sporting associations.
- supply meeting rooms for associations to get together.

Provincial Government

- provide word process system and computer information for use by Provincial Sport Associations.
- toll free INWATS lines should be made available to all the Sports Associations.
- make available some sort of printing facility.

Private Sector

- subsidize printing expenses.
- free or reduced rate for sport advertising.
- pay for advertising in provincial newsletters.

Others

- National Sport Governing Bodies should implement an extended INWATS service for all the various sport associations.
- Coaches Association of Canada should make information more readily available and possibly expand services to include provincial sport associations.

1. Educational seminars for athletes.

RESPONSIBILITIES OF:

Individual Athlete or Local Club

- local clubs could host seminars.

Provincial Sport Governing Bodies

- responsible for organization and promotion of seminars.

Federal Government

- supply funding for national clinics.

Provincial Government

- funding for provincial clinics.

Local Government

- should provide facilities to hold seminars.

Private Sector

- sponsorship in providing and bringing in resource people.

Others

- universities should provide resource people, allow them time off with pay to instruct at seminars.
- Coaches Association of Canada can also supply resource people.

2. Flexible school systems: more secondary and post secondary school systems set up to accommodate the special needs of the athletes and their training and competition schedules.

RESPONSIBILITIES OF:

Provincial Sport Governing Bodies

- promote better cooperation within the school system.

Provincial Government

- promote semester or trimester systems in universities.

Private Sector

- set up private colleges.
- apply pressure to established institutions for more variety.

Others

- private tutors could be utilized.

3. More exposure to sport in the school system: broader exposure to sport in the educational system, especially in the following areas; promotion of fitness, promotion of participation, wider exposure to a variety of sports, improved physical education programs, improved contact between sports clubs and schools.

RESPONSIBILITIES OF:

Provincial Sport Governing Bodies

- have the expertise for training teachers within the school system.
- develop and provide training manuals.

Provincial Government

- funding for training teachers.
- change in curriculum regarding sport and physical fitness.
- bring in a sport competition credit system.
- promote more competitive sports in schools - better cooperation with Provincial Sport Governing Bodies.

Local Government

- funding for training teachers.
- funding for more equipment through local school boards.
- promote better cooperation between schools and sport groups.
- bring in sport competition credit system.
- place more emphasis on physical education classes, be sure they are teaching recognized sports using the correct rules.

Private Sector

- provide scholarships to universities.

4. Increased and guaranteed funding at the club level.

RESPONSIBILITIES OF:

Provincial Government

- should supply guaranteed funding at least one year in advance to associations, clubs and individual athletes to allow them time to set up efficient programs to meet their needs.

Group #2 Facilitator: Al Zimmermann Recorder: Elaine Betchinski

EQUIPMENT:
This includes all materials that are necessary for the training and conducting of a specific sport activity according to the requirements of the sport association responsible for a particular sport.

1. The provision of financial assistance to sport associations for the following purposes:
   (a) to purchase basic and specialized equipment.
   (b) to maintain, service and upgrade equipment.
   (c) to transport equipment during competition seasons.

RESPONSIBILITIES OF:

Individual Athlete or Local Club
- 50% of the responsibility to cover costs of transporting their equipment.
- some responsibility for equipment maintenance and service.

Provincial Sports Governing Bodies
- should look at equipment available and then specify what types of equipment are to be purchased.
- should cover 50% of the cost of equipment service maintenance and upgrading.
- also should cover 50% of equipment costs.

Federal Government
- should cover 20% of equipment costs for initial purchase.

Provincial Government
- should cover 60% of initial equipment costs.

Local Government
- should cover 10% of equipment purchase costs.

Private Sector
- should cover 10% of equipment purchase costs.

2. To provide a pool of equipment that can be rented or leased at discount rates.

RESPONSIBILITIES OF:

Provincial Sport Governing Bodies

- should have a library or information bank that people can refer to for equipment needs.
- set up equipment rental facility.

Others

- School Boards, Regional Areas and District Recreation Boards should also put out a listing of equipment and make equipment available for use.

3. Enable athletes to have greater input regarding the design of equipment.

RESPONSIBILITIES OF:

Individual Athlete or Local Club

- have the greatest responsibility to make comments known to coaches, Provincial Sport Governing Bodies and manufacturers.

Provincial Sport Governing Bodies

- responsibility also to note changes that would be beneficial to equipment function and inform designers and manufacturers.
- to listen to athletes input.

Private Sector

- manufacturers should seek input from athletes and Provincial Sport Governing Bodies in the form of questionnaires etc.
- manufacturers should pay attention to private correspondence sent in by Provincial Sport Governing Bodies and athletes.

4. More research into equipment efficiency.

RESPONSIBILITIES OF:

Provincial Sport Governing Bodies
- responsible for looking at equipment and making recommendations to equipment researchers and designers.

Private Sector
- responsible for the actual research, design and production of equipment.
- should consider recommendations made to them.

Others
- universities and other educational institutions are also responsible for evaluating equipment and making recommendations.
- coaches should keep aware of equipment modifications and developments, etc.

5. Better distribution of equipment to various clubs

RESPONSIBILITIES OF:

Provincial Sport Governing Bodies
- responsibility for distribution lies with this agency, they should oversee an even distribution to all the various rural clubs.

LEADERSHIP:
Any activity directed towards the recruitment, training and skill development of volunteer or paid coaches, technical directors, administrators, officials and trainers.

Coaches and Technical Directors

1) The provision of financial assistance to:
- increase the number of qualified coaches and technical directors throughout the province.
- increase the knowledge and expertise of coaches and technical directors throughout the province.
- provide monies to coaches for their time spent in coaching athletes.
- to attend lectures, courses and seminars to improve their expertise.
- to employ full-time and part-time coaches and technical directors.

2) Provide programs and clinics for coaches and technical directors to allow them to:

- increase their knowledge and expertise in their particular sport.
- promote coaching development in rural areas of the province.
- promote coaching development for athletes at varying levels of skill and ability.

RESPONSIBILITIES OF:

Provincial Sport Governing Bodies

- play a directing role in the fair distribution of funds.
- act as facilitators and administrators, to set up clinics and seminars etc.

Federal Government

- plays a funding role covering approximately 50% of costs.
- responsible for providing programs i.e., National Coaching Certification Program.

Provincial Government

- plays a role in funding covering approximately 50% of costs.
- support and funding for program implementation.

Local Government

- supporting funding role for coaches and development programs in their area.
- partial funding to assist with the costs of clinics etc. in their areas.

Private Sector

- could give financial support for clinics, congresses etc.
- non financial support in the form of such things as printing, advertising for clinics, equipment, use of facilities and the development of Audio Visual materials for the use of coaches.

3. Provide for international coaching exchange: provide opportunities and incentives for the exchange of qualified coaches, throughout Canada and the world, for short term periods.

RESPONSIBILITIES OF:

Individual Athlete or Local Club

- training within their clubs to give their coaches and athletes expertise and knowledge regarding their particular sport.

Provincial Sport Governing Bodies

- responsible for sponsorship of exchanges, act as liaison between various groups to bring people in and send representatives out.

Federal Government

- provision of funds and opportunities, negotiate internationally.

Provincial Government

- financing and actual administration of programs within the province.

4. Improve communication and cooperation among coaches in the province: endeavour to enhance the communication and dissemination of information regarding current coaching techniques and trends among coaches in the province.

RESPONSIBILITIES OF:

Provincial Sport Governing Bodies

- responsible for acquiring information and developing technical manuals.

Federal Government

- responsibility for funding, drawing information together, putting it in a resource centre or library, providing programs to disseminate information.

5. Establish a central coaching information centre: establish a centralized coaching body of expertise and information which all sports could use.

RESPONSIBILITES OF:

Federal Government

- provide a facility, printing of information, technical manuals, funding, incentive to motivate Sport Governing Bodies to compile information, and distribution of information packets etc.

Provincial Government

- act as a supplemental body to Federal Government.
- should also bring information together and distribute manuals.

Adminstrators (Executive Directors):
Provide financial assistance to sport associations so that they can employ full-time or part-time paid administrators.

RESPONSIBILITIES OF:

Provincial Government

- responsible to provide and distribute funding to the Provincial Sport Governing Bodies.

Private Sector

- provide some financial support to the Provincial Associations for hiring of administrators.

Encourage smaller associations to share the costs of employing paid administrators.

RESPONSIBILITIES OF:

Provincial Government

- act as a catalyst to provide incentives to the associations to raise funds.

Officials and Trainers

The provision of financial assistance to:

- increase the number of qualified officials and trainers in the province.
- increase the knowledge and expertise of officials and trainers in the province.
- provide monies to officials and trainers for their time spent in their particular sport.
- to attend lectures, courses, seminars to improve their expertise.
- to employ full-time and part-time officials and trainers.

RESPONSIBILITIES OF:

Federal Government

- responsible for training officials at international level.

Provincial Government

- major responsibility to provide funding for the development and services of officials and trainers in the province.

Others

- colleges and universities should provide programs and personnel to teach coaching and officiating skills.
- professional sport organizations could provide their trainers and coaches or officials as resource people.

Provide programs and clinics for officials and trainers to allow them to:

- increase their knowledge and expertise in their particular sport.
- promote official and trainer development in rural areas of the province.
- promote official and trainer development for athletes at varying levels of skill and ability.

RESPONSIBILITIES OF:

Individual Athlete or Local Club

- provide introductory programs for officials.

Federal Government

- a primary role in developing programs (e.g., National Coaching Certification Program), materials, technical manuals and coaches manuals etc.

Provincial Government

- funding to host clinics, money to assist local clubs and their Provincial Sport Governing Bodies.

Other Items

Improve and promote direct communication between officials and athletes regarding rule interpretation.

RESPONSIBILITIES OF:

Provincial Sport Governing Bodies

- promote communication between the two groups.
- distribute rule books, bulletins and changes in rules.

Allow athletes to provide input regarding rule changes for their particular sports.

RESPONSIBILITIES OF:

Provincial Sport Governing Bodies

- major responsibility to survey athletes at possibly the end of their seasons and get, in writing, any rule changes or modifications they feel would be good. Then it is their responsibility to screen them and submit results to the agencies responsible for making up the rules and regulations.

Provide financial assistance for the provision of team managers and administrators during competitions.

RESPONSIBILITIES OF:

Provincial Sport Governing Bodies
- funding is distributed through this body.

Provincial Government
- provide the funding.

MISCELLANEOUS:
Other miscellaneous needs identified by the athletes.

1. Educational seminars for athletes.

RESPONSIBILITIES OF:

Individual Athlete or Local Club
- coaches to act as instructors and athletes as demonstators for younger or less experienced athletes.

Provincial Sport Governing Bodies
- plan seminars and do administration tasks.

Federal Government
- bring in coaches, athletes or other people from outside Canada.

Provincial Government
- financial help to Provincial Sport Governing Bodies.
- work with Provincial Sport Governing Bodies to set up seminars.

Local Government
- provide financial help to work with Provincial Sport Governing Bodies.

Private Sector
- provide financial help and sponsorship.

Others
- educational institutions could hold seminars for their athletes and/or make them open to their communities.

2. Flexible school systems: more secondary and post secondary schools systems set up to accommodate the special needs of the athlete and their training and competition schedules.

RESPONSIBILITIES OF:

Provincial Sport Governing Bodies

- liaise with school boards or educational system regarding athlete needs.

Provincial Government

- has the main responsibility for instituting programs within the educational system but does so by working through Provincial Sport Governing Bodies.

Others

- educational institutions have a responsibility to realize the needs of the athletes, to accept and utilize the programs presented to them and put them into effect within their system.

3. More exposure to sport in the school system: broader exposure to sport in the educaional system, especially in the following areas; promotion of fitness, promotion of participation, wider exposure to a variety of sports, improved physical education programs, improved contact between sports clubs and schools.

RESPONSIBILITIES OF:

Individual Athlete or Local Club

- responsible for lobbying so that their sport is recognized and included in the schools sports programs.

Provincial Sport Governing Bodies

- approach the school boards and work with them.

Provincial Government

- set up general curriculum guidelines.

Private Sector

- media can help promote amateur athletics in the schools and clubs.
- private business can help provide opportunities for school teams to attend or put on tournaments.

Others

- school boards should set the guidelines for broadening exposure to sports as well as promote fitness programs.

4. Increased and guaranteed funding at the club level.

RESPONSIBILITIES OF:

Provincial Sport Governing Bodies

- are responsible for distributing funds to the individual clubs.

Provincial Government

- should supply the funding, with advance notice so that the associations will be able to plan ahead for efficient use of the monies received.

Private Sector

- help to provide some funding to clubs, through Provincial Sport Governing Bodies.

5. Continued encouragement of female athletes.

RESPONSIBILITIES OF:

- Everybody has a responsibility to encourage all persons (male/female) to participate.
- all the programs and financial assistance should be equal for both men and women.

6. Increased exposure of sports programs to the rural areas of Alberta.

RESPONSIBILITIES OF:

Provincial Sport Governing Bodies

- deal with delivery of programs and distribution of funding.
- funding should be received with stipulations.

Provincial Government

- provide funding specifically for development of sport in rural areas.

7. Life insurance for Athletes.
   - it was felt that this should be expanded to include a disability insurance but it was not known what agency should be responsible for this service.

Group #3
Facilitator: Marlene Kurt Recorder: Glenda Leach

LEADERSHIP:
Any activity directed towards the recruitment, training and skill development of volunteer or paid coaches, technical directors, administrators, officials and trainers.

Coaches and Technical Directors:

1) The provision of financial assistance to:
- increase the number of qualified coaches and technical directors in the province.
- increase the knowledge and expertise of coaches and technical directors in the province.
- provide monies to coaches for their time spent in coaching athletes.
- to attend lectures, courses, seminars to improve their expertise.
- to employ full-time and part-time coaches and technical directors.

2) Provide programs and clinics for coaches and technical directors to allow them to:
- increase their knowledge and expertise in their particular sport.
- promote coaching development in rural areas of the province.
- promote coaching development for athletes at varying levels of skill and ability.

RESPONSIBILITIES OF:

Individual Athlete or Local Club
- the local club has some responsibility to try and cover the costs of sending coaches to clinics.

Provincial Sport Governing Bodies
- set up clinics and publicizing them.
- ensure that monies for coaching development are evenly distributed to the clubs.

Federal Government

- initiate programs such as the National Coaching Certification Program to raise the calibre of coaching in Canada.

Provincial Government

- provide assistance to the Provincial Sport Governing Bodies both financially and administratively.
- educate the executive and technical directors in the workings of government so that the associations can best take advantage of programs and assistance available to them.

Local Government

- assist with funding and facilities for clinics or seminars in their areas.

Private Sector

- can assist either financially or with services, help with promotion, provide accommodation or food.

Others

- universities should offer sessions to both upgrade the skills and increase the number of quality coaches and technical directors.
- Coaching Association of Canada is responsible for coordination of the National Coaching Certification Program.

3. Provide for international coaching exchange: provide opportunities and incentives for the exchange of qualified coaches, throughout Canada and the world, for short term periods.

RESPONSIBILITIES OF:

Provincial Sport Governing Bodies

- responsible for initiating and administering coaching exchanges with other Provincial Sport Governing Bodies across Canada.

Federal Government

- responsible for funding and arranging international coaching exchanges.

Provincial Government

- work with the Provincial Sport Governing Bodies in setting up exchanges and provide funds.

Private Sector

- act as a sponsor to bring special coaches.

Others

- National Sport Governing Bodies could make contacts with coaches and associations in other countries and work with the Federal Government to arrange exchanges and tours.

4. Improve communication and cooperation among coaches in the province: endeavour to enhance the communication and dissemination of information regarding current coaching techniques and trends among coaches in the province.

RESPONSIBILITIES OF:

Individual Athlete or Local Club

- local clubs can work to initiate communication by keeping channels open between clubs.

Provincial Sport Governing Bodies

- can pull information together from various sources, bring in resource people for seminars, and put out information bulletins containing new techniques etc. that coaches could benefit from.

Federal Government

- can work at a national level to draw information into one established centralized source that coaches can refer to, to keep up on the latest developments regarding their sport.

Provincial Government

- has a primary role to provide theory courses, funding, coaching manuals and other printed materials that could help keep the Province's coaches among the most informed.

Private Sector

- can act as a sponsor for clinics, help with advertising, help cover printing costs etc.

Others

- universities can help accumulate information and make journals available, could also hold clinics.
- Y.M.C.A.'s and Y.W.C.A.'s could compile any related information on sports and fitness and distribute them.
- National Sport Governing Bodies could hold clinics and seminars to draw coaches together or to do tour provinces to disseminate current information.

5. Establish a central coaching information centre: establish a centralized coaching body of expertise and information which all sports could use.

RESPONSIBILITIES OF:

Provincial Sport Governing Bodies

- submit individual contributions to a central collection agency.

Federal Government

- responsible for a facility or information centre where information will be collected, stored and dispersed from.
- responsible for funding the facility, collecting and printing the information, putting technical manuals together and advertising the service.

Provincial Government

- should establish a similar facility to that of the Federal Government where information could be collected, printed into manuals etc., stored and dispersed from.
- responsible for funding facility and promoting its use.

Private Sector

could assist with funding, sponsoring a site or facility, putting together a film library.

Others

- Coaching Association of Canada could compile information and present it to the centre.
- S.I.R.C. (Sport Information Resource Centre) to be made more available or establish a similar data bank for the provinces.
- Sport Canada is a potential information and facility source.

Administrators (Executive Directors)
Provide financial assistance to sport associations so that they can employ full-time or part-time paid administrators.

RESPONSIBILITIES OF:

Provincial Sport Governing Bodies

- are responsible to make their needs known.

Federal Government

- fund paid administrators at National Association level.
- better tax relief for private donors.

Provincial Government

- funding should be increased in addition to regular granting program.

Private Sector

- could help in funding associations.

Others

- universities should have programs to train people as executive and technical directors.

Encourage smaller associations to share the costs of employing paid administrators.

RESPONSIBILITIES OF:

Individual Athlete or Local Club

- responsible to provide funding for administrators through a small registration fee.

Provincial Sport Governing Bodies

- responsible to make their needs known to government and others.

Federal Government

- encourage private sector to help support the sport associations with tax relief programs.

Provincial Government

- could have incentive programs to motivate associations to seek outside support.

Private Sector

- can help by offering financial assistance.

Officials and Trainers

8) The provision of financial assistance to:

- increase the number of qualified officials and trainers throughout the province.
- increase the knowledge and expertise of officials and trainers throughout the province.
- provide monies to officials and trainers for their time spent in their particular sport.
- to attend lectures, courses, seminars to improve their expertise.
- to employ full-time and part-time officials and trainers.

RESPONSIBILITIES OF:

Provincial Sport Governing Bodies

- set up clinics and sessions to train officials and trainers.

Federal Government

- fund and train national and international calibre officials.
- funding to pay these people for their time.

Provincial Government

- work with the Provincial Sport Governing Bodies to develop programs for officials and trainers certification.
- provide funds for manuals, seminars, instructors and resource people and to pay officials and trainers for their time.

Local Government

- support the programs of local clubs and teams.

Private Sector

- could sponsor a trainers clinic or officials clinic.

Others

- the National Sport Governing Bodies can provide rules and rule books and sponsor and promote national seminars and courses.

9. Provide programs and clinics for officials and trainers to allow them to:
   - increase their knowledge and expertise in their particular sport.
   - promote official and trainer development for athletes at varying levels of skills and ability.
   - promote official and trainer development in rural areas of the province.

RESPONSIBILITIES OF:

Individual Athlete or Local Club

- request clinics in their area, make their needs known and assist in organizing workshops.

Provincial Sport Governing Bodies

- pre-plan a series of workshops, clinics or seminars throughout the province for officials and trainers.

Provincial Government

- can assist the Provincial Sport Governing Bodies by funding or by jointly organizing clinics and workshops with them.

Private Sector

- can assist with sponsorship.

Others

- Alberta Games Council should encourage host city or town to develop local officials, help with funding and facilitating.

10. Improve and promote direct communication between officials and athletes regarding rule interpretation.

RESPONSIBILITIES OF:

Individual Athlete or Local Club
- athletes can approach officals for rule clarification.

Provincial Sport Governing Bodies
- make rule books available, send out notices on rule changes to clubs.
- encourage athletes to attend officiating clinics.

Provincial Government
- could assist with distribution of rule books.

Others
- officials could help by being willing to clarify rules with athletes.

11. Allow athletes to provide input regarding rule changes for their particular sport.

RESPONSIBILITIES OF:

Individual Athlete or Local Club
- have a written record of rule changes they think would be beneficial and discuss them with officials.

Provincial Sport Governing Bodies
- give athletes a way to express themselves, record rule changes the athletes would like and present them to the responsible body.

12. Provide financial assistance for the provision of team managers and administrators during competition.

RESPONSIBILITIES OF:

Provincial Sport Governing Bodies
- should plan a budget for this.

Federal Government

- responsible for funding this at the national or international level.

Provincial Government

- provide funding for provincial teams.

Local Government

- could assist with funding for city teams.

Private Sector

- could help but again it would come through a general funding program.

Group #4 Facilitator: Joy Harrison Recorder: Rob Smyth

ATHLETE FUNDING:

The direct financial assistance given to an athlete for personal talent development.

1. Loss of time payments: employers and academic institutions should allow athletes to train and compete without wage or academic credit penalties.

RESPONSIBILITIES OF:

Individual Athlete or Local Club

- athlete should take some loss of pay for the times they are away from work training or competing.
- athletes are not to get academic credit for courses they do not get an adequate standing in, regardless of the reason.

Federal Government

- reimburse athletes competing in provincial or interprovincial championships.

Provincial Government

- reimburse athletes competing at either provincial or interprovincial championships.

Private Sector

- employers of the individual athletes should support them by continuing to pay wages while they are away competing.
- the Provincial Government should take the lead and set an example for the private sector by starting such a program for their employees.

2. Athlete funding: Guaranteed financial assistance, directed to the athlete for training and competition in the following areas:

(a) travel	(b) accommodation
(c) food	(d) competition entry fees
(e) training camps	(f) development clinics
(g) clothing	(h) equipment servicing
(i) club membership	(j) facility rental charges
(k) equipment	

RESPONSIBILITIES OF:

Individual Athlete or Local Club

(a) travel
- have responsibility to cover costs of in-province travel.

(b) and (c) accommodation and food
- responsible for local competitions.

(d) competition entry fees
- partial responsibility to cover entry fees, especially for local competitions.

(e) training camps
- partial responsibility, depends entirely on the level of the athlete and the level of the clinic.

(f) development clinics
- partial responsibility, depends entirely on the level of the athlete and the level of the clinic.

(g) clothing
- responsible to supply their own clothing for local competitions.

(h) equipment servicing
- responsibility of the individual or club.

(i) club memberships
- is the athlete's responsibility.

(j) facility rental charges
- clubs should pay for facility rental.

(k) equipment
- responsibility of the individual or club.

Provincial Sport Governing Bodies

(a) travel
- provide funding to major competitions.

(b) and (c) accommodation and food
- responsible for administration of any funds received for this purpose.

(e) training camps
- covered in a, b and c above but it also depends entirely on the level of the athlete and the level of the clinic.

(f) development clinics
- covered in a, b and c above but it also depends entirely on the level of the athlete and the level of the clinic.

(g) clothing
- responsible only for administration as in distributing the clothing supplied for various games.

(h) equipment servicing
- administrative duties only, to seek assistance or funding from the private sector, government etc.
- no role

(j) facility rental charges
- has some responsibility to provide and/or channel funds for specific competitions.

Federal Government

(a) travel
- provide funds for athlete to attend national team training camps and international events.

(b) and (c) accommodation and food
- provide funding for national team training camps and for international meets.

(d) competition entry fees
- cover costs of entry fees to international meets.

(e) training camps
- covered in a, b and c above but it also depends entirely on the level of the athlete and the level of the clinic.

(f) development clinics
- covered in a, b and c above but it also depends entirely on the level of the athlete and the level of the clinic.

(g) clothing
- provide clothing for international competitions.

(h) equipment servicing
- some responsibility, depending on level of competition with emphasis on national or international level.

(i) club membership
- cover costs only if there are some sort of membership fees to an international club.

(j) facility rental charge
- cover costs for national and international events, training camps, competitions.

(k) equipment.
- costs of equipment should be determined on a percentage basis divided amongst the various levels of government.

Provincial Government

(a) travel
- cover costs of athlete travel to provincial training camps and provincial and interprovincial championships that have not been funded by the Federal Government.

(b) and (c) accommodation and food
- funding for provincial level training camps and provincial, regional and national meets.

(d) competition entry fees
- responsible for provincial and national meets.

(e) training camps
- covered in a, b and c above but it also depends entirely on the level of the athlete and the level of the clinic.

(f) development clinics
- covered in a, b and c above but it also depends entirely on the level of the athlete and the level of the clinic.

(g) clothing
- provide clothing for national and regional (e.g., Western Canada) competitions.

(h) equipment servicing
- secondary responsibility, depending on level of competition with emphasis on provincial or national level.

(i) club membership
- no role unless there are membership fees to a national club.

(j) facility rental charges
- funding for provincial or regional (e.g., Western Canada) competitions.

(k) equipment
- costs of equipment should be determined on a percentage basis divided amongst the various levels of government.

Local Government

(b) and (c) accommodation and food
- where possible the local government can provide accommodation (e.g., in schools and residences).

(e) training camps
- covered in a, b and c above but it also depends entirely on the level of the athlete and the level of the clinic.

(f) development clinics
- covered in a, b and c above but it also depends entirely on the level of the athlete and the level of the clinic.

(j) facility rental charge
- increased partial subsidy and to develop a subsidy policy to assist various groups, considering needs.

(k) equipment
- costs of equipment should be determined on a percentage basis divided amongst the various levels of government.

Private Sector

(k) equipment

- sponsorship by the private sector, either in the form of funding or assistance, should be encouraged.

Others

(a) travel

- airlines should develop specific policies for athletes' travel i.e., guarantee a block of seats, at reduced prices.

(g) clothing

- National Sport Governing Bodies, responsible only for administration as in distributing the clothing supplied for various games.

(h) equipment servicing

- National Sport Governing Bodies should seek assistance or funding from the private sector, government etc.

3. Athlete employment opportunities: increased employment opportunities for athletes in their area of expertise (during training, competition and retirement).

RESPONSIBILITIES OF:

Individual Athlete or Local Club

- responsibility of the athlete to find employment.

Private Sector

- responsibility to allow opportunity for work and flexibility for time off for competitions.

Others

- universities have a role to play in terms of employment opportunities.

4. Increased educational assistance (e.g., books, tuition, scholarships) for athletes.

RESPONSIBILITIES OF:

Federal Government
- responsibility for funding top level athletes with respect to education.

Provincial Government
- primary responsibility to assist top level provincial athletes.

Others
- universities have a primary responsibility to set up their own scholarships.

5. Increased funding to allow family to travel with the athlete to distant training and competition sites.

RESPONSIBILITIES OF:

Individual Athlete or Local Club
- primary responsibility of the athlete.

6. Standardized policies for athlete funding: policies should classify and provide funds equally for all high calibre team athletes and for all individual athletes at the same level of achievement.

RESPONSIBILITIES OF:

Provincial Sport Governing Bodies
- represent their sport, should give input to agencies the funding comes from.

Federal Government
- work with the Provincial Government to develop equitable policies and standards for all high calibre athletes and teams.

Provincial Government

- responsibility to work with the Federal Government to develop equitable policies and standards for all high calibre athletes and teams.

7. Increased funding directed towards the athlete and the sport governing body to develop a broad base or grass roots level of competition.

RESPONSIBILITIES OF:

Provincial Sport Governing Bodies

- need to provide input to tell where the needs are.

Provincial Government

- role to supply programs and funding for grass root level development.

8. Increased funding for sport leadership and management.

RESPONSIBILITIES OF:

Provincial Sport Governing Bodies

- secondary role of administering funds received.

9. Increased funding for senior level athletes.

RESPONSIBILITIES OF:

Federal Government

- responsibility to provide funding equally for top level athletes regardless of age.

Provincial Government

- responsibility to provide funding equally for top level athletes regardless of age.

PLANNING AND RESEARCH:

The extent to which a sport agency, club or individual analyzes and evaluates information to develop strategies to achieve the desired goals and objectives.

1. Sport associations should develop and make better use of long range planning.

RESPONSIBILITIES OF:

Provincial Sport Governing Bodies

- should develop their own long range plans that work in harmony with national plans.

Federal Government

- should develop a long range sport plan directed at certain goals.
- should coordinate its goals and programs with that of other sport organizations to allow for efficient programs at all levels that complement one another.

Provincial Government

- should set up a full-time director for each of the sport associations (two or more associations could share one director if there was not enought work to justify a full-time director for each).

Others

- National Sport Governing Bodies should develop long range plans directed at certain goals and in coordination with the federal and provincial plans.

2. More research and development is required in the design of sport equipment. Athletes input should also be required.

RESPONSIBILITIES OF:

Federal Government

- responsible for the research and design of sport equipment.

Others

- universities should do some research regarding design of sport equipment.

- the Coaching Association of Canada can give input regarding equipment design.
- National Sport Governing Bodies could also give input on equipment design as they may be aware of improvements needed or athletes input could be collected by them.

3. More funds should be made available to universities and others to undertake research in the sport and sport sciences field.

RESPONSIBILITIES OF:

Federal Government
- supply funding to universities for such research.

Provincial Government
- supply funding to universities for such research.

Others
- universities are responsible for research done in this field.

Group #5
Facilitator: Dave Arsenault Recorder: Diana McRoberts

FACILITIES:
Natural or man-made areas or physical structures that are required by the athletes, coaches and officials for training and conducting competitions for each specific sport. This would also include the physical structures required by sport organizations to administer their particular sport.

1. Construction of new general sport facilities: construction of new sport specific and multi-sport/purpose facilities to:
   - provide opportunities for increased training and competition of athletes.
   - house support services to athletes, e.g., administration, education, fitness testing, physiology, psychological, nutritional, medical, rehabilitation, motivation, residence.
   - provide National, Provincial and Local Sports Training Centres for specialized training purposes (especially during competition seasons).
   - to allow athletes to train during off season times.

RESPONSIBILITIES OF:

Individual Athlete or Local Club
- input concerning program needs and design and planning.

Provincial Sport Governing Bodies
- providing information regarding specifications for plans, in a consultative role.
- coordinating input from individual athletes and local clubs.

Federal Government
- money, funding, with some criteria attached.
- land grants, build facilities.

Provincial Government

- can assist with funding for construction.
- land grants.

Local Government

- can help by providing money or land grants.
- prime role with construction and operation.

Private Sector

- can be active in funding, contributions, donations and sponsorship.
- actual construction and labour.

Others

- service clubs, owners, suppliers and builders are responsible for ensuring all necessary input is read during the planning from all interested "users".
- National Sport Governing Bodies have a role or responsibility to give input on specifications and standards when necessary.

1A. Construction of sport training centres.

RESPONSIBILITIES OF:

Individual Athlete or Local Club

- input concerning program needs and design and planning.

Provincial Sport Governing Bodies

- providing information regarding specifications for plans, in a consultative role.
- coordinating input from individual athletes and local clubs.

Federal Government

- help with funding and land grants.
- share construction costs with the Provincial Government and ownership with both Provincial and Local Governments.

Provincial Government

- help with funding and land grants.
- share ownership with both Federal and Local Governments.

Local Government

- work with the Provincial and Federal Governments in design, planning and operation but excused from responsibility of initial construction costs.

Private Sector

- commercial business and industry can be active in funding, contributions, donations and sponsorship.
- provide actual construction and labour.

Others

- service clubs, owners, suppliers and builders are responsible for ensuring all necessary input is read during the planning from all interested "users".
- National Sport Governing Bodies have a role or responsibility to give input on specifications when necessary.

2. Upgrade existing facilities for the following purposes:
   - to allow more training and competition time in a better quality facility.
   - house support services for athletes e.g., administration, education, fitness testing, physiology, psychological, nutritional, medical, rehabilitation, motivation, residence.
   - provide National, Provincial and Local Sports Training Centres for specialized training purposes (especially during competition seasons).
   - to allow athletes to train during off season times.

RESPONSIBILITIES OF:

Individual Athlete or Local Club

- need to lobby and express their needs, to clearly identify needs.

Provincial Sport Governing Bodies

- provide information regarding the types of modifications or additions that would improve the quality or useability of existing facilities.
- collect and coordinate input from athletes and clubs.

Federal Government

- help with funding and share construction costs.

Provincial Government

- help with funding and share construction costs.

Local Government

- help with design and planning and share construction costs.

Private Sector

- commercial business and industry can help with funding, building materials or actual construction.

Others

- service clubs, owners, suppliers, builders are responsible for ensuring that all the necessary input from the "users" is considered during the planning phase.
- National Sport Governing Bodies are responsible for advising the builders regarding sport specific facility standards.

3. Incorporate specialist training centres into existing education institutions, for example universities and colleges throughout the province.

RESPONSIBILITIES OF:

Individual Athlete or Local Club

- identify and lobby for their needs.

Provincial Sport Governing Bodies

- provide information regarding the types of facilities needed.

Federal Government

- help with funding and share construction and operating costs for extended use.

Provincial Government

- help with funding and share construction and operating costs for extended use.

Local Government

- help with planning and design.

Private Sector

- assist in funding of the facility and help with operating costs.

Others

- service clubs, owners, suppliers and builders are responsible for ensuring that all necessary input is read, during the planning phase, that was submitted by the "users".
- National Sport Governing Bodies have a responsibility to give input on specifications when necessary.

4. Provide better access to facilities by flexible programming that guarantees a fair share of use to each sport.

RESPONSIBILITIES OF:

Individual Athlete or Local Club

- identify their needs.

Provincial Sport Governing Bodies

- try to aid clubs with bookings.
- try to make up schedules for competitions well in advance to ensure bookings at facilities.

Local Government

- if owner manager:
  - to allocate an adequate percentage of time for sport use (develop a policy).
  - responsible for developing a 'use' policy based on quality and calibre rather than on quantity.

5. Educate qualified facility managers: educate qualified personnel to operate and program sport facilities throughout the province.

RESPONSIBILITIES OF:

Individual Athlete or Local Club
- provide input on program needs and needs.

Provincial Sport Governing Bodies
- provide input on program needs and needs and help with training.

Federal Government
- financial assistance to train field house managers.
- provide training program and resource people (for training).

Provincial Government
- financial assistance to train field house managers.
- provide training program and resource people (for training).

Local Government
- financial assistance to train field house managers.
- provide training program and resource people (for training).
- provide access to facilities for training.

Private Sector
- provide the managers, people that have gone through some form of business training in preparation for facility management.

Others
- Facility Personnel Association - could offer programs to train facility manager.

6. Operating Costs for Facilities: to pay for costs of managing, cleaning, repairing, heating, lighting, etc.

RESPONSIBILITIES OF:

Individual Athlete or Local Club
- local clubs could provide some money.

Federal Government
- pay for costs of National elite athlete use.

Provincial Government
- pay for cost of provincial teams or athletes use.

Local Government
- pay for local team or athletes use.

Private Sector
- supply monies to clubs for facility rental.

Others
- Service clubs could help share costs.

ATHLETE FUNDING:
The direct financial assistance given to an athlete for personal talent development.

1. Loss of time payments: employers and academic institutions should allow athletes to train and compete without wage or academic penalties.

RESPONSIBILITIES OF:

Provincial Sport Governing Bodies
- coordinate and endorse applications.

Federal Government
- should maintain their current program.

Provincial Government
- should have a program similar to the existing Federal program to extend to top provincial athletes not nationally carded.

Private Sector
- employer cooperation and sponsorship through extended vacations etc.

2. Athlete funding for travel: guaranteed financial assistance directed to the athlete for training and competition.

RESPONSIBILITIES OF:

Individual Athlete or Local Club
- individuals can pay a percentage of in-province travel.
- local clubs can help cover costs of in-province travel.

Federal Government

- Air Canada should be more flexible in their policy for naming individuals for ticketing, so athletes can take more advantage of charter fares etc.
- Government is responsible to cover costs of international travel.

Provincial Government

- provide transportation "vouchers" or actual tickets for travel to National level competitions (i.e., Provincial Champions).
- responsible for national travel and regional-national travel.

Private Sector

- Airlines could offer free or reduced rates.

ANALYSIS OF THE INFORMATION:

The following information represents a synopsis of the administrators input and it is classified according to the agency or individuals responsible for specific programs or services.

RESPONSIBLILITIES OF -- INDIVIDUAL ATHLETES OR LOCAL CLUBS

Program:

Any service that is designed to promote and encourage athlete skill development and athlete preparation for competition.

- clubs adopt talent identification criteria, as established by National Sport Governing Bodies and implement appropriate programs.
- athletes provide instruction at the skill development clinics.
- clubs organize training camps and hold invitational competitions and organize local and rural competitions.

Public Relations, Promotion and Communication:

The means by which the sports community increases public awareness of its needs and directions. This includes the dissemination of information within the sports community and between the sports community and others.

- compile with a promotion and information package and distribute to the media to increase public awareness of Canadian amateur sport.
- make recommendations to the government regarding tax exemptions for corporations or individuals that wish to fund an athlete or a sport.
- provide a newsletter containing information on events to improve communication with other clubs and Sport Governing Bodies.

Miscellaneous:
Other miscellaneous needs identified by the athletes.

- local clubs host seminars for athletes. Coaches act as instructors and athletes as demonstrators for younger or less experienced athletes.
- lobby with school boards etc. to ensure that their sport is recognized and included in the school sports program.
- encourage greater participation in sport.
- provide life insurance and disability insurance coverage for athletes.

Equipment:
This includes all materials that are necessary for the training and conducting of a specific sport activity according to the requirements of the sport association responsible for a particular sport.

- cover 50% of the costs of transporting equipment that athletes or clubs use.
- facilitate equipment maintenance and service.
- make comments regarding equipment design known to coaches, Provincial Sport Governing Bodies and manufacturers.

Leadership:
Any activity directed towards the recruitment, training and skill development of volunteer or paid coaches, technical directors, administrators, officials and trainers.

- local club to cover the costs of sending coaches to clinics.

- clubs to give coaches and athletes expertise and knowledge regarding their particular sport.

- local clubs work to keep the channels of communication open between clubs and make steps to initiate and establish acceptable methods of communication.
- provide funding to their association for the purpose of hiring paid administrators.
- provide programs for officials to develop their knowledge and skills.
- encourage programs and clinics to be held in their area, make their needs for development of officials and trainers known to those agencies that can help them or assist in organizing clinics.
- keep written records of rule changes that would be beneficial and discuss them with officials.

Athlete Funding:

Financial assistance given to an athlete for skill development.

- athletes should pay for the times they are away from work for training or competitions eg. pay a 30% - 50%.
- cover costs of in-province travel and responsible for accommodation and food while at local competitions
- partial responsibility to cover entry fees, especially for local competitions and to cover costs of training camps, depends entirely on the level of the athlete or the clinic.

- responsible to supply their own clothing for local competitions, club membership costs and facility rentals.
- athlete's responsibility should cover the costs for any family member that travels with them to training and competitions.

Facilities:

Natural or man-made areas or physical structures that are required by the athletes, coaches and officials for training and conducting competitions for each specific sport. This would also include the physical structures required by sport organizations to administer their particular sport.

- have input on facility construction and upgrading.
- have input on program needs and design of sport training centres. Local clubs should be involved in the planning process.
- lobby and express their needs, to clearly identify their needs before facilities are upgraded.
- identify and lobby for their needs if they feel that specialist training centres should be incorporated into existing educational institutions.
- cooperate with local clubs and sports in order to gain better access to facilities with flexible programming.
- local clubs provide training in the operation and programming of sport facilities.
- local clubs provide some money to help cover operating costs of facilities they use.

RESPONSIBILITIES OF -- PRIVATE SECTOR AND OTHERS

Program:

- sponsorship of grass root development program and set up tournaments for root development program.
- schools and universities can contribute to grass root development and talent identification through interscholastic programs, they can also provide facilities and coaches.
- sponsorship and funding for equipment, camps, coaches, facilities etc. for use in sport specific technical training programs.
- universities to give access to their facilities and specialists (medical and technical people, psychologists and physiologists) to help with technical training programs.
- assistance in the form of sponsorship for competitions, uniforms, equipment, medical personnel etc.
- volunteer organizations can assist by providing volunteer staff to help at training centres, sports medicine clinics, etc.
- universities can supply facilities, personnel, equipment and support services such as fitness testing, physiotherapy and video equipment.
- assist with advertising and promotion of competitions.
- sponsorship of more competitions for all the various levels.
- National Sports Governing Bodies can work to assist with the organization and direction of competitions and to sanction more competitions.

Public Relations, Promotion and Communication:

- put pressure on media regarding what events to cover.
- if they have sponsored a sporting event they are responsible to see to it that the informatioin is given to the media.
- sponsorship of press conferences with the goal in mind of bringing amateur sport, in Canada, to a higher profile.
- newspapers and media should provide better coverage of amateur sports.

- National Sport and Recreation Centre (Ottawa) should promote more national media coverage for sport in an attempt to bring sport to a higher profile by developing information packages.
- National Sport Governing Bodies to obtain and maintain information on athletes that could be used by the media as a reference for various stories.
- take advantage of tax exemptions, through donations, to amateur sport.
- National Sports Governing Bodies should lobby for duty free equipment.
- subsidize printing costs of newsletters, bulletins, news releases.
- free or reduced rate for sport advertising in private newspapers etc.
- Coaches Association of Canada should make information they have more readily available and expand services to include the sport associations.

Miscellaneous:

- provide sponsorship to funding, help bring in resource people.
- universities could provide resource people, allow them time off with pay to instruct at seminars or hold seminars.
- Coaching Association of Canada could supply resource people for educational seminars.
- set up private colleges that could have various flexible school schedules that would allow athletes to take their holidays when they need the time off to train or compete.
- apply pressure to established institutions for more variety in academic schedules.
- provide scholarships to universities.
- media can help promote amateur athletics in schools and clubs.
- private business can help provide opportunities for school teams to attend or put on tournaments.
- school boards to set guidelines to broaden exposure to sports and promote fitness.
- provide life and disability insurance for athletes.

Equipment:

- School boards, regional areas and district recreation boards should put out a listing of equipment in stock and make it available for use.
- manufacturers to seek input from athletes and Provincial Sport Governing Bodies regarding equipment design.
- manufacturers to pay attention to private correspondence sent in by Provincial Sport Governing Bodies and athletes regarding equipment design.
- responsible for the actual research, design and production of equipment.
- universities should evaluate equipment and make recommendations to manufacturers.
- coaches should keep themselves aware of equipment modifications.

Leadership:

- could give financial support for clinics and congresses for coaches.
- support for printing, advertising for clinics, equipment, use of facilities and the development of audio visual materials for the use of coaches.
- universities to offer sessions for developing the numbers of and skills of coaches and technical directors.
- Coaching Association of Canada responsible for coordination of the National Coaching Certification Program.
- Sponsors special coaches to visit Alberta.
- National Sport Governing Bodies make contacts with coaches and associations in other countries and work with the Federal Government to arrange exchanges and tours.
- universities can help accumulate and disseminate coaching information.
- Y.M.C.A.'s and Y.W.C.S.'s could compile and distribute any information they may have regarding fitness.
- National Sport Governing Bodies could hold clinics, seminars and congresses to draw coaches together.

- could assist with funding, sponsoring a site or facility, or putting together film library for a central coaching information centre.
- Coaching Association of Canada could compile information and present it to the information centre.
- S.I.R.C. (Sport Information Resource Centre) to be made more available and establish a similar data bank for Alberta.
- provide some financial support to the provincial associations for hiring of administrators.
- universities should have programs to train people as executive and technical directors.
- sponsorship of trainers or officials clinics.
- colleges and universities should provide programs and personnel to teach coaching and officiating skills.
- professional sport organizations could provide their trainers, coaches or officials as resource people.
- National Sport Governing Bodies can contribute rule books and sponsor and promote national seminars and courses.
- Alberta Games Council should encourage the host city or town to develop local officials and help with funding and facilitating.
- officials should be willing to clarify rules directly with athletes.
- monies could be provided to send team managers and administrators to competitions.

Athlete Funding:

- company that employ the individual athletes works would support them by continuing to pay wages while they are away competing.
- sponsorship by the private sector of funding or assistance printing, accommodation, use of private facilities etc.
- airlines should develop specific policies for athletes' travel.
- National Sport Governing Bodies are responsible only for administration of assistance to athlete.
- National Sport Governing Bodies have administrative duties only, to seek assistance of funding from the private sector, government.

- responsibility to create opportunity for athletes to work while giving flexibility for time off for competitions.
- universities have a role to play in terms of employment opportunities.
- universities have a primary responsibility to set up their own scholarships.

Planning and Research:

- National Sport Governing Bodies should develop long range plans directed at certain goals and in coordination with the Federal and Provincial plans.
- universities should do research on the design of sport equipment and in sport sciences generally.
- the Coaching Association of Canada and National Sport Governing Bodies should give input regarding equipment design.

Facilities:

- commercial business and industry can provide funds, contributions, donations and sponsorship.
- service clubs, owners, suppliers and builders are responsible for ensuring all necessary input is read, during the planning, from all interested "users".
- National Sport Governing Bodies have a role or responsibility to give input on specifications and standards when necessary.
- commercial business and industry can help with funding, building materials or actual construction to upgrade existing facilities.
- National Sport Governing Bodies are responsible for advising the builders regarding sport specific facility standards when facilities are to be upgraded.
- assist in funding of facilities for specialized training that are to be built in addition to existing education institutions.

- help with operating costs, especially to extend use of facility.
- provide sport facility managers that hve gone through some form of business training in preparation for facility management.
- Facility Personnel Association - could offer programs to train facility managers.
- service clubs could help share costs of operating sport facilities.

RESPONSIBILITIES OF -- PROVINCIAL SPORT GOVERNING BODIES

Program:

- providing qualified officials and technical experts to administer talent identification programs.
- participate in administration and/or coordination of sport specific technical training programs.
- supply technical personnel to assist athletes with training methods.
- assist with competition organization, direction, and sanctioning.
- develop a program to increase interest in sport in rural areas.
- supply some technical expertise to rural areas.

Public Relations, Promotion and Communication:

- develop an information package and picture of national and provincial athlete, and compile into a record book for media use.
- inform media of the activities of all sports and special events.
- make recommendations to the government regarding tax exemptions.
- interpretation of laws available concerning support of non professional athletes and the benefits regarding tax exemptions.
- put out regular newsletters containing information relevant to the members of their associations.
- join together to put on multi-sport events eg. Alberta Games.

Miscellaneous:

- organize and promote seminars and other administrative tasks.
- promote better cooperation within the school system.
- train teachers, within the school system, so that they may best promote sports and fitness to students.
- put together and provide training manuals for teachers.
- approach school boards and work with them.
- distribute funding fairly between clubs within their association.

- distribute funding received for sport development in rural areas.
- ensure that all Alberta athletes are covered by both life and disability insurance while they train and compete.

EQUIPMENT:

- specify what types of equipment are to be purchased.
- funding for service, maintenance and upgrading of equipment.
- have a library or information bank that people can refer to for equipment needs, set up equipment rental facility.
- responsibility to advise designers and manufacturers on equipment changes.
- to solicit athletes input on equipment design.
- responsible for looking at equipment and making recommendations to equipment researchers and designers.
- responsible for distribution of equipment.

Leadership:

- play a directing role to ensure that funds for coaching development are distributed fairly.
- act as facilitators and administrators, to set up clinics and seminars for coaches and technical directors.
- responsible for sponsorship of coaches exchanges with other provincial sport governing bodies across Canada. Act as liaison between various groups.
- responsible for developing technical manuals on coaching techniques.
- distribute information bulletins on the latest coaching techniques.
- make their needs for paid administrators known to those agencies that can assist them financially.
- responsible for setting up clincis and sessions to train or impove the skills of officials and trainers.
- distribute changes in rules to officals and athletes.

- encourage athletes to attend officiating clinics.
- ensure that team managers and administrators are in attendance at competitions.

Athlete Funding:

- could coordinate and endorse applications for athletes to agencies that could assist them with financial reimbursements for lost wages.
- provide travel funding to major competitions.
- responsible for administration only of any funds received for accommodation and food during training and competition.
- responsible for distributing the clothing supplied for various games.
- administrative duties only, to seek assistance or funding from the private sector or government for equipment servicing.
- administer funds received for sport leadership and management.

Planning and Research:

- should develop their own long range plans that work in harmony with National plans.

Facilities:

- providing information regarding specifications for plans for new general sport and training facilities.
- coordinating input from individual athletes and local clubs input on construction and planning.
- provide information regarding the types of modifications or additions that would improve the quality or useability of existing facilities.
- collect and coordinate input from athletes and clubs regarding improvements that could make existing facilities more useful.
- provide information regarding the types of facilities needed for specialized training purposes.
- make up schedules for competitions in advance to ensure bookings.

RESPONSIBILITIES OF -- LOCAL GOVERNMENT

Program:

- supply facility and program for grass root development.
- make facilities available for use for training programs.
- increase accessibility of facilities to sport organizations.
- set up facility for fitness training and testing, sports medicine, phisiotherapy, etc.
- supply facilities for various levels of competition.
- funding for travel assistance, promotion, equipment, facilities, media coverage for all levels of competition.

Miscellaneous:

- provide facilities to hold seminars and assist with promotion of educational seminars for athletes.
- provide funding through provincial sport governing bodies.
- funding for training teachers and more equipment to promote sport and fitness in schools.
- promote better co-operation between schools and sport groups.
- place more emphasis on physical education classes, and the teaching of recognized sports using the correct rules.
- assist in developing life insurance and disability insurance for athletes.

Leadership:

- funding for coaches and development programs and clinics.
- develop a subsidy policy to assist various groups with facility rental charges.

Facilities:

- provide money or land grants for sport facilities.
- work with the Provincial and Federal Governments in design, planning and operation of sport training centres.
- help with design and planning in upgrading of local facilities.
- share with construction costs for upgrading facilities.
- help with planning and design of specialist training centres that are to be incorporated within local educational institutions.
- develop a policy to allocate an adequate time for sport use of facilities.
- financial assistance and resource people to train facility managers.
- pay for local team or athletes use of facilities to offset operating costs.

RESPONSIBILITES OF -- PROVINCIAL GOVERNMENT

Program:

- funding to Provincial Sport Governing Bodies to apply to talent identification programs and subsidize travel expenses for Athletes to attend such programs.
- funding to Provincial Sport Governing Bodies for clinics, ongoing technical training programs, training camps and provincial teams.
- subsidize equipment and personnel costs for fitness training and testing facility, sport medicine clinics and educational technical services, especially those services directed at Provincial Teams.
- funding for travel assistance, equipment, facilities, promotion, media coverage and communication with respect to providing extensive competition opportunities to all levels of athletes in Alberta.

Public Relations, Promotion and Communication:

- provide funding for press conferences in order to increase media exposure and public awareness and to bring sport to a higher profile.
- tax exemption approval for amateur sport donations as an incentive to encourage private donations.
- to improve communication, provide word process system and computer information for use by Provincial Sport Associations.
- provide toll free telephone lines to all the Sports Associations to help with communication between the provinces.
- make available some sort of printing facility for newsletters and bulletins.

Miscellaneous:

- funding for Provincial clinics or educational seminars for athletes including such things as travel costs.

- work with Provincial Sport Governing Bodies to set up seminars for athletes.
- promote (semester) more flexible school system that may fit better with training and competition schedules.
- institute programs within the educational system that are better suited to accommodate the seasons that athletes must train during.
- train teachers in a wider variety of sports.
- bring a sport competition credit system into the school system.
- promote more competitive sports in schools and encourage better cooperation with Provincial Sport Governing Bodies.
- set general guidelines and improve sport, physical fitness and physical education curriculums in the school system.
- guarantee funding at least one year in advance to associations, to allow them time to set up programs to meet their needs.
- ensure that all programs and funding are equal for men and women and are geared to encourage participation.
- provide specific funding for the development of sport in rural areas.
- promote a life insurance and disability insurance for athletes.

Leadership:

- fund approximately 50% of costs for both employing and providing programs to increase the numbers of and expertise of coaches and technical directors in the province.
- administrative support and funding for program implementation of programs to improve the skills of coaches and tehcnical directors.
- should educate the executive and technical directors in the workings of government so that the associations can best take advantage of programs and assistance available to them.
- financing and actual administration of international and national coaching exchange programs.
- provide theory courses, funding, coaching manuals and other printed materials that could help keep the Province's coaches among the most informed.

- act as a supplemental body to Federal Government to establish a central coaching information centre.
- establish a facility where information could be collected, printed into manuals, and dispersed.
- would also be responsible for funding this facility and promoting it to the sport community.
- provide funding to the Provincial Sport Governing Bodies to employ full-time or part-time paid administrators or executive directors.
- act as a catalyst, provide incentives to the associations, to share the costs of employing paid administrators.
- provide funding for the development and services of officials and trainers in the province.
- work with the Provincial Sport Governing Bodies to develop an officials' and trainers' certification program.
- provide funding for manuals, seminars, instructors and resource people.
- provide funding, to host clinics, to assist local clubs and their Provincial Sport Governing Bodies with the costs of programs to develop and refine the skills of both officials and trainers in rural and as urban areas. Also assist with administration.
- distribute rule books to both athletes and officials.
- provide funding for team managers and administrators during competitions, especially for provincial teams.

Athlete Funding:

- reimburse athletes competing at either provincial or inter-provincial championships for wages they have lost while absent from work.
- should have a program similar to the existing Federal program to extend to top provincial athletes not nationally carded.
- provide transportation costs for travel to National level competitions.
- cover costs of athlete travel to provincial training camps and provincial and interprovincial championships that have not been funded by the Federal Government.

- funding for accommodation and food at provincial level training camps and provincial, and national competitions.
- provide competition entry fees at provincial and national meets.
- provide clothing for national and regional competitions.
- provide funds for equipment servicing.
- cover membership fees for national clubs.
- funding for facility rental charges at provincial or national competitions.
- assist top level provincial athletes with education needs, books, tuition and scholarships.
- work with the Federal Government to develop equitable athlete funding policies and standards for all high calibre athletes and teams.
- supply programs and funding for grass root level development.
- provide increased funding for sport leadership and management.
- provide funding equally for top level athletes regardless of age.

Planning and Research:

- fund a full-time director for each of the sport associations (two or more associations could share one director)
- supply funding to universities for sport and sport sciences research.

Facilities:

- assist with funding for construction of new facilities, either sport specific or multi sport/purpose facilities.
- land grants to cut costs for various agencies to construct facilities.
- funding to upgrade facilities to allow for more training and competition.
- share construction costs for sports training centres that house support services i.e., fitness testing, sports medicine and rehabilitation etc.

- funding to incorporate specialist training centres into existing educational institutions and share construction and operating costs.
- financial assistance and training program for facility managers.

- pay for cost of managing and operating facilities used by provincial teams or athletes.

RESPONSIBILITIES OF -- FEDERAL GOVERNMENT

Program:

- provide funding to National Sport Governing Bodies to develop programs for talent identification.
- funding to National Sport Governing Bodies for sport specific technical training programs.
- provide facilities for training camps, etc.
- subsidize equipment and personnel costs, for athlete support services especially those services directed at the national team.
- funding for travel assistance, promotion, equipment, facilities, media coverage etc.
- help with protocol, translation and security at national and international level competitions.

Public Relations, Promotion and Communication:

- provide national and international contacts for media.
- providing media time for coverage of sport events.
- ensure that there are sport writers in attendance at all international competitions.
- responsible for tax exemption approval for amateur sport donations.
- allow necessary sporting equipment to be imported duty free.
- give sport associations second class mailing rights and/or better service to meet communication needs.
- make a printing service and facility available for use by various sporting associations.
- supply meeting rooms for associations to get together in facilities like the Percy Page Centre.

Miscellaneous:

- fund national clinics, bring in coaches or athletes or any resource people from outside Canada for national tours and seminars.
- provide life and disability insurance coverage for all Canadian athletes.

Leadership:

- fund programs to improve Canada's coaches and technical directors.
- provide programs such as National Coaching Certification Program to raise the calibre of coaching in Canada.
- provision of funds and opportunities, negotiate internationally for short term exchanges of coaches.
- fund and develop a technical information resource centre.
- funding to hire paid administrators at the national association level.
- provide tax deductions for donors who donate funds to associations for the hiring of administrators.
- aid associations by encouraging the private sector to help sport associations.
- train officials and trainers at international level.
- fund coaches and trainers for their time.
- develop programs like the National Coaching Certification Program for officials and trainers.
- cover costs of sending team managers and administrators to national and international competitions.

Athlete Funding:

- fund athletes competing at national or international levels for wages they have lost while absent from work as a result of competing..
- maintain current funding program to nationally carded athletes.
- fund athlete travel to team training camps and international events.

- provide funding for accommodation, food, clothing and entry costs at national team training camps and for international meets.
- cover costs for membership fees to international clubs.
- cover costs of facility rental for national and international events.
- fund top level athletes with respect to education.
- work with the Provincial Government to develop equitable funding policies and standards for all high calibre athletes and teams.

Planning and Research:

- develop a long range sport plan directed at certain goals.
- coordinate its goals and programs with that of other sport oranizations to allow for efficient and complementary programs.
- responsible for the research and design of sport equipment.
- fund universities for sport sciences and research.

Facilities:

- provide land grants to build facilities.
- Share facility construction costs with the Provincial Government and ownership with both Provincial and Local Governments.
- share construction costs in order to upgrade and operate existing sport facilities.
- cover costs of adding specialist training centres to existing educational institutions.
- financial assistance to train field house managers.
- provide access to facilities and resource people to train facility managers.
- pay for costs of facilities used for National elite athlete use.